

## AFGE departments host AAPI panel discussion

**By DON MONCRIEF**  
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With May marking Asian American and Pacific Islander Heritage Month, AFGE’s Women’s and Fair Practices Departments held their inaugural Asian American and Pacific Islander panel May 11 on Zoom and Facebook Live.

“We really see it as our mission to build power for Asian and Pacific Islander Americans through a variety of campaigns, economic justice, racial justice and immigrant justice campaigns, in all of our chapters all across the country,” said AFGE Women and Fair Practices National Vice President Jeremy Lannan in his introduction to the event.

“I know speaking for AFGE labor in general,” he later said. “We’ve got to do a better job of making sure we are our brothers and sisters’ keepers. When

the pandemic hit and we had stated rhetoric and slurs and such, we should have done a better job of speaking for AAPI.

“Everybody knows we have a diverse union, but diversity is nothing without inclusion and without advocacy. And sometimes what might seem like minorities and the big picture in labor and how our members identify, oftentimes individuals or groups are underrepresented. Our job is to pull those members in and make sure that we ensure their voices are being heard and real advocacy is taking place.”

Alvina Yeh, executive director of the Asian Pacific American Labor Alliance shared a “condensed” history ... it’s normally a two-hour workshop, she said ... on the Asian American and Pacific Islander labor movement and labor organization. She also

**See DISCUSSION, page 6**

Calendar

Membership meeting

Local 987 will have a membership meeting **June 17 at 5 p.m.** It will be held via Zoom. Membership will be verified before you are admitted into the meeting/teleconference. To that end, you must ensure you have a current email on file or you will not be able to call in. You can make updates by calling Union Hall at 478-922-5758 or by emailing Linda Baxter at [linda@afgelocal987.org](mailto:linda@afgelocal987.org) or Jeanette McElhaney at [jmac@afgelocal987.org](mailto:jmac@afgelocal987.org).)

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## DPMAPs, ‘Smoking mirrors’

**By MARION WILLIAMS**  
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The French Literary Charles Baudelaire wrote “Le Figaro” in 1864 for the Paris newspaper, in which he stated, “The greatest trick the Devil ever pulled was convincing the World he didn’t exist.”

Throughout history the phrase has loosely been quoted in various formats and scripts, however, the



Marion Williams

underlying meaning remains the same. Which brings us to the very topic of this article: The DoD Performance Management and Appraisal Program; how exactly does it work and what are you not being told about it.

First, let me set the stage to give you Management’s spill;

(1) DPMAPs provides a framework for supervisors and managers to communicate expectations and job performance to its employ-

ees.

(2) It links individual employee performance and organizational goals together.

(3) It facilitates a fair and meaningful assessment of each individual employee performance.

(4) Then establishes a systematic process for planning, monitoring, evaluating, and recognizing and rewarding employee performance that contributes

**See DPMAPS, page 3**

## Hayes, Watson win Trustee spots in runoff election



AFGE Local 987 photo/Don Moncrief

**Election Chair Gail Rodger signs in a member during the special Trustee runoff election held May 13 at Union Hall.**

**By DON MONCRIEF**  
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James Watson and Brandon Hayes were both elected as AFGE Local 987 Trustees in a special runoff election held May 13 at Union Hall. The runoff was between three candidates. W. Ray Wessels Jr. was the third. Less than 10 votes separated them all.

Watson and Hayes join those were won their position outright during the first, March 25, election.



Hayes

David Tucker, elected Vice President of Maintenance; Mike Ferguson, with no

They are: Marion Williams, re-elected President; Henry Brown, re-elected Executive Vice President; Teresa Freeman, re-elected Vice President of DLA; Jeanette McElhaney, re-elected Treasurer;



Watson

secured enough votes the first

**See RUNOFF, page 6**

other candidates running against him, re-elected Vice President At-Large; Sam Berry elected Sergeant At Arms and Sharon Kornegay, elected Secretary and Tommy Gibson, elected Trustee – he

## Womens, Fair Practices Departments seek survey respondents

**By DON MONCRIEF**  
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Do you identify as a woman?

Do you have a disability?

Are you part of the LGBTQIA+ community?

The AFGE Women and Fair Practices Departments would like to know. The aim, according to Jeremy Lannan, National Vice President for Women’s and Fair Practices, is “to be better advocates for you. We want to know what you are experiencing

in the workplace,” he writes in an email being sent/sent to members.

To that end, and in partnership with the organization’s National Women’s Advisory coordinators, National Fair Practices Affirmative Action coordinators, and Pride Workgroup, they have created three confidential surveys to learn more about the union and workplace experiences of AFGE’s disabled, women and/or LGBTQIA+ members.

The surveys, according

to Lannan, will ask about workplace safety, culture, programs and support systems. Members who identify with more than one of the identities, he writes, are encouraged to participate in all applicable surveys. “Responses will be used to create future programs, trainings and outreach strategies,” he said, adding: “Please note that responses will not be individually shared with anyone outside of the Women’s and Fair Practices program team.

“We strive to create a safe space for all of our members and want to ensure that you and your identity are safe at the Women’s and Fair Practices Departments.”

Survey responses are due by 5 p.m. Eastern Standard Time on May 31. Each survey is approximately 20-25 questions.

Questions, comments and concerns can be addressed to Women’s and Fair Practices Program Specialist Denver Supinger at [Supinger@afge.org](mailto:Supinger@afge.org).

### Take the survey



#### Identify as a woman?

[https://docs.google.com/forms/d/e/1FAIpQLSc\\_\\_wbJsRCXLHW9S2uXfrVVo8N4lQHA7Uo5NVdLnUxPkZnj8w/viewform](https://docs.google.com/forms/d/e/1FAIpQLSc__wbJsRCXLHW9S2uXfrVVo8N4lQHA7Uo5NVdLnUxPkZnj8w/viewform)

#### Identify as disabled?

[https://docs.google.com/forms/d/e/1FAIpQLScJVawFyl7vJ4VFfR7FvL00rj7LeSswKkWG0V\\_G6XfdBYn\\_pg/viewform](https://docs.google.com/forms/d/e/1FAIpQLScJVawFyl7vJ4VFfR7FvL00rj7LeSswKkWG0V_G6XfdBYn_pg/viewform)

#### Identify as a member of the LGBTQIA+ community?

[https://docs.google.com/forms/d/e/1FAIpQLSfV7SJkMMnTEpCMFsotRVxHpEf8i6MdDoBlE7\\_BeovRxsxSTA/viewform](https://docs.google.com/forms/d/e/1FAIpQLSfV7SJkMMnTEpCMFsotRVxHpEf8i6MdDoBlE7_BeovRxsxSTA/viewform)



# YOUNG: Census has major impacts on representation

**AFGE National YOUNG Committee**

The 2020 Census results are in and show that the United States population has grown by more than 7 percent since 2010. As such, the U.S. now has more than 330 million people living within its borders. The 2020 Census has major impacts on the state of our nation and representation, which is outlined below.

**What is the Census?**

Every 10 years, the U.S. Census Bureau counts every single person living within the United States and its five territories. This 10-year count is mandated by the U.S. Constitution, and helps keep track of the shifting populations of the various provinces within the United States.

What are the Census results used for?

The results of the decennial Census determine the level of services provided to communities, such as firefighters, teachers, nurses, and doctors.

Further, the results are used to determine the number of congressional seats apportioned to each U.S. state. Thus, as populations shift over the years, the number of congressional seats a state has can increase or decrease.

Furthermore, for Presidential elections, the number of electoral votes each state has

is equal to the state's number of congressional seats. As such, as states gain or lose congressional seats based on the decennial Census results, the following presidential elections are impacted as well.

**What does this all mean?**

With new populations total per state and localities, new legislative districts will be drawn at both the federal and state levels. These new legislative districts will represent the shift in population from the last 10 years.

Depending on your state, these new districts can be drawn by an independent commission, political commission, or by the authority of your state's legislature. Check your state government's website for information on state government redistricting. (Note: Georgia.gov has no information on the Census results, but according to other sources, the Georgia General Assembly will meet in the map to adopt new maps.) New legislative districts will be used for next year's election cycle.

We want to thank our AFGE family who worked diligently to get everyone in our nation counted! Our nation still has a lot of work ahead of it in redrawing House of Representative districts and distributing federal aid. We will keep you posted on any new major developments.

STATE	NUMBER OF APPORTIONED REPRESENTATIVES BASED ON 2020 CENSUS	CHANGE FROM 2010 CENSUS APPORTIONMENT
California	52	-1
Colorado	8	1
Florida	28	1
Illinois	17	-1
Michigan	13	-1
Montana	2	1
New York	26	-1
North Carolina	14	1
Ohio	15	-1
Oregon	6	1
Pennsylvania	17	-1
Texas	38	2
West Virginia	2	-1

2020 and 2010 census information for Georgia						
State	2010 census		2020 census		2010-2020	
	Population	Congressional apportionment	Population	Congressional apportionment	Raw change in population	Percentage change in population
Georgia	9,727,566	14	10,725,274	14	997,708	10.26%

# District 5 hosts teletownhall meeting

**By DON MONCRIEF**  
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AFGE District 5 National Vice President David Mollett and his staff hosted a Virtual Townhall May 6.

The event featured a number of speakers on a number of subjects.

AFGE Organizing Director David Cann was the first to speak. He spoke in length about AFGE's recently-launched NOW campaign. It, Cann explained comes in two parts. The first is to roll out resources for recruiting. Those include everything from flyers to a Powerpoint presentation with script, social media posts, etc. Much, if not all, of that has taken place.

The second, he said, is, once the numbers are up, "to have one-on-one conversations with our colleagues. About what they're interested in doing. What they want to see changed and bringing them on board as part of the union to not only help you (leaders and activists) do the work that you do, but to help build that fire inside of them so they own the union the same way you do."

Legislative Political Organizer Yoland Pickstock and Florida LPO Kevin Liddell talked about the LPO position. Pickstock gave an overview and also talked about one of its components, Legislative Political Action.

"We have to be involved," she said, "because 'democracy' is not a spectator sport. We must be able to share opinions and affect legislation."

AFGE sets priorities, she said. There are a number, she continued, but shared what she said were the top five.

One, a pay increase for 2022, two, supplemental emergency paid sick leave for Covid, three, support for paid family leave, four, supporting workplace collective bargaining and restoration of those rights and five, supporting the rights of TSA employees as well as Title 38 employees of the VA healthcare system.

AFGE, she continued, also has a two-prong approach. One is to influence the outcome of legislation. "Whether we are supporting legislation or opposing legislation," she said. "We do that through lobbying our members of Congress. We do that in Washington D.C."

The second is "engaging issues in education," she said. "Educating our members, educating our partners and educating elected officials. (On) what matters to our employees and what matters to federal employees. We build partnerships with other organizations and groups within our communities who care about the same thing we care about, so we can increase our voice, increase our power."

"Engaging at the grassroots, which means getting our people to attend rallies, to attend meetings with our partners and to be visible in the community."

They also fund the Legislative Action Fund, she said, which she said is the program they use to elect candidates who support federal workers and union members.

It all begins with volunteers, she added. "We have to recruit members who care about issues and are willing to go out and do the work. And again, it goes back to educating those members so they understand the issues as well as their power to enforce change."

One important note, she also added. "We ask incremental actions, so they are able to gain a level of confidence in engaging these activities. We don't ask people to go out and engage in rallies if they don't feel comfortable doing so. They can start with the locals and

# BBB tip: Cybersecurity resources to help you

The pandemic has forced many people to conduct business from home. Unfortunately, this shift to remote work has also opened up opportunities for hackers. Cyberattacks have grown over 400 percent since the pandemic started, and many of these hacks target small businesses. Small businesses are often targeted because many don't have a fully-fledged IT department to protect themselves.

As we have seen with the recent gas shortages, today's cybercriminals are increasingly sophisticated and pose more significant threats to the economy than ever before. New safeguards are needed in order to protect consumers and businesses.

Cybersecurity is not only about adding layers of security technology. It starts with understanding about managing cybersecurity risks. BBB has developed the 5-Step Approach to Better Business Cybersecurity to help businesses and consumers do just that.

- Five step approach**
- Step 1: Identify:** Take inventory of key technologies you use and know what information you need to rebuild your infrastructure from scratch. Inventory the key data you use and store and keep track of likely threats.
- Step 2: Protect:** Assess what protective measures you need to have in place to be as prepared as possible for a cyber incident. Put protective policies in place for technologies, data and users, and ensure that your contracts with cloud and other technology service providers include the same protections.
- Step 3: Detect:** Put measures in place to alert you of current or imminent threats to system integrity, or loss or compromise of data. Train your users to identify and speedily report incidents.
- Step 4: Respond:** Make and practice an Incident Response Plan to contain an attack or incident and maintain business operations in the short term.
- Step 5: Recover:** Know what to do to return to normal business operations after an incident. Protect sensitive data and your business reputation over the long term.

- Approach your home or office with these five cybersecurity practices in mind:
- 1. Understand your current cybersecurity status**
- You might be under the impression that you have relatively good cybersecurity, but how can you be sure? It's crucial to audit your cybersecurity status on an annual basis.
- 2. Train your system users**
- With the world shifting towards remote work, it's essential to acknowledge how much time you work on personal devices or in external locations. Educated system users are your first line of defense in protecting your information.
- Hackers understand that untrained users are often the easiest way to get into a system.



Kelvin Collins

- Popular types of cybersecurity scams against employees include:
- Impersonating an employee within the organization - usually by finding out their name on social platforms or the company website.
  - Baiting with information that seems internal, that the hacker has actually found online
  - Hiding malware downloads in email unsubscribe buttons
  - Phishing emails
  - Using keyboard capturing techniques to gather passwords
  - Internal threats from current or former employees
- Approach training your users on cybersecurity in a smart way. If you simply send your team an article describing the importance of cybersecurity, you may not get their full attention. Don't just force tutorials or conduct training sessions onto others without explanation.
- Instead, make them understand the potential impact of these attacks and how vital their scrutiny is. Giving your team background on the dangers present will help them understand why they should care about cybersecurity.
- 3. Back up important information**
- It can be devastating to a business to lose critical financial records, customer data, planning documentation, or proprietary information. Some cyberattacks not only steal data, but also wipe and shut down systems too. This is a situation that is almost impossible to recover from.
- To avoid this, you must back up all information frequently. If possible, use an automated system that automatically backs up data into a cloud. If this option isn't doable, ensure you go through a data back up at least twice a week.
- 4. Update systems**
- No one dreams of performing system updates. However, you must understand why system upgrades are essential and should be done immediately.
- Operating systems have built-in functions to help reduce the threat of a cyber-attack. However, as the world of cyber threats is continuously changing, operating system manufacturers release upgrades to keep up with the changing landscape. These upgrades are for the protection of your system and any time you delay an upgrade, you increase your risk.
- 5. Password authentication**
- Two-factor authentication requires that users verify their identity with a secondary device in a short time frame. The process essentially works as an additional barrier to entry. Someone finding out your password may be likely; someone finding out your password while also having your mobile phone is much less likely.

# Is your roof strong enough for summer weather?

(StatePoint) The summer months are often accompanied by rough weather that can do a number on a roof if it's not designed to withstand the elements.

Experts say an ounce of prevention is worth a pound of cure.

Here are a few key things to look out for in a roof:

- Weather performance: Your roof should meet or exceed third-party testing so you never have to worry about the next bad storm. This includes defense against wind uplift and a barrier system to protect against hail and sheeting rain.
- Durability: The right roof will retain its structural integrity and appearance for years to come with little maintenance.

To that end, be sure your new roof offers UV protection against chalking and weathering, as well as resistance to corrosion, mildew, algae and black streaks.

- Cost benefits: While a new roof might seem like a big investment, the right choice can actually help you save money over the long run, with some models offering substantial energy savings and reduced insurance premiums.
- Beauty: A roof makes up 50-60 percent of a home's appearance, so while performance is essential, don't compromise on aesthetics.

Updating a roof can add instant and dramatic curb appeal.

- Resale potential: If you intend to relocate at any point, think about how your roof may factor into a home sale. A beautiful, well-manufactured roof with a transferrable lifetime warranty can be a major selling point.
- Materials: While traditional materials like asphalt, wood shakes and slate can present various issues like shorter life spans, damage concerns, maintenance issues and disposal problems, metal roofing can overcome these obstacles and provide significant advantages.

THE

UNION

ADVOCATE

AFGE

LOCAL 987

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Please submit articles, photos, etc to don.moncrief@afgelocal987.org. For questions about story content, to pass on story ideas or to request coverage, please contact the aforementioned.



DPMAPS

From page 1

to mission success.

(5) Nurtures a high-performance culture that promotes meaningful and ongoing dialogue between employees and supervisors and holds both accountable for performance.

(6) It supports and is consistent with merit system principles in Section 2301 of Title 5, U.S.C.

That is, if it were initiated properly, Management’s version of what DPMAPS means and what the process is supposed to do for all federal employees. DPMAP is a great tool in my opinion when it’s initiated as intended to promote and recognize employee’s by rewarding them for performance. I fully agree with those principles.

The problem is that the individual’s supervisor(s) or manager(s) initiating the program do not even understand the principles of how it works or how to apply those principles to what each of you do “independently” of each other to accomplish the DoD mission.

This article is intended to give you some insight on what “you” as a federal employee should know about DPMAPS and are entitled to from your Agency officials. That right is entitled as a Federal employee, simply because these ratings will have a severe impact on your career either positively or negatively depending on how involved and knowledgeable “you” are in the process.

Now let’s get to the meaning of this article. DPMAPS was developed to give your Agency a measureable means to accurately rate your performance at any stage in the 12-month process. At the end of the rating period, you would receive one of three rating levels; An “Outstanding” is equivalent to a 5; “Fully Successful” equates to a numerical score of 3; An “Unacceptable” is equal to a 1. A rating of 1 on any element, automatically gives you a failing rating for the entire 12 month period. The “most important” part of the rating process starts each year on April 1. The rating cycle for your appraisal period rating ends the following year on March 31 completing a 12-month cycle. Your rating of record (annual appraisal) must be signed by your supervisor and reviewer, and becomes finalized and effective on June 1 of that same year.

In order to be rated during the performance period (12 months) the employee must work a minimum of 90 calendar days under an approved Performance Plan (PP) to demonstrate performance. This does not mean you have to physically work all 90 days, you simply have to be “under” an approved performance plan for 90 days. One that you should have seen and signed acknowledging that you have seen or reviewed it. Please understand the difference.

During the rating cycle, to foster a culture of high performance the supervisor and employee must engage in two-way performance feedback and hold a minimum of three formal documented performance discussions during the rating cycle. The first is the initial discussion (held in “April”). The second is a progress review (midterm) and the third and final is the annual performance appraisal.

You should receive this in April of the following year or at the end of your rating cycle. However, you can request as many reviews as “you” would like to ensure you are reaching your goal. For example, your rating cycle for this past cycle would have started on April of 2020, your midterm should be accomplished by October 2020 and end on March 31, 2021. You should then receive this annual rating in April of 2021. Not May or June, this is untimely and outside of statute as well as guidance.

THE BEGINNING: APRIL 1-31

The month of April is the key to successfully initiating DPMAPS. In April your supervisor should written your Performance Plan. This plan must be tailored to what “you” do specifically, not generic. By this I mean, if you are a WG-3806 –XX, your PP should outline the specific work control operations that you must perform for the entire year.

Although all 3806’s have the same Core Documents, they all perform different task, operations at various skill levels. This is why your input is very important, because if your performance plan does not capture what you “actually” perform or if your supervisor outlines goals that you cannot reach or exceed, and then you have not been properly issued a PP and

this can affect your overall rating.

In 100 percent of the cases that I have seen, the ratings are based on a supervisor’s “assumptions” not facts. DPMAPS was designed to counter this by giving the employee clear, measurable means to track their daily, weekly and monthly progress at a glance. If your PP does not articulate this, then your supervisor has failed to properly initiate your PP.

During the initial discussion you must address things like: “What do I have to do to get a Quality Step Increase (QSI)?” That is a step increase for reaching your goal or exceeding your requirement for the year. Or, since this is a performance-based system, set your sights on percentages that you all are eligible for. Such as 10 percent of your annual salary up to as high as 18 percent (you can validate this on opm.gov). They must tell you have to reach these goal and work out a plan with you. If they do not then they have failed to properly engage and set goals.

My point is you have the opportunity to take an active part in your rating, the design of your PP. If you are not receiving this initial discussion in April at the beginning of the rating cycle then the Agency had failed you and violated not only the DoDI regulation, the Master Labor Agreement and Statue but also OPM regulation and law. In addition, you have a right to file a complaint if you are not able to resolve this in a timely manner with your management.

SPECIFIC, MEASUREABLE, ATTAINABLE, RELEVANT AND TIMELY

If there is nothing else that you take away from this article, I pray you understand this part. Your performance plan should address the SMART criteria or goals. What is SMART? SMART criteria are structured and trackable goals and objective detailed in your PP. SMART goal setting creates verifiable trajectories towards certain objectives, with clear milestones and an estimation of the goals attainability.

It gives you a clear map of what you need to do. SMART criteria provides each employee a measureable means that you and your supervisor can track your progress, and a timetable to reach of these goal and mission objective. SMART stands for **Specific, Measureable, Attainable, Relevant and Timely.**

If your performance plan looks like a copy and paste of your old Core Document, then your management has failed to properly issue you a performance plan. If your supervisor can’t explain how to reach a goal or what your goal is for the “entire year” in a way that you can measure or track it, then he/she has failed you.

Your career is too important to allow this type of failure to occur. Therefore, you must hold them accountable. **A foot note: This all is that when DPMAPS was initiated, it added an element to each supervisors PP. That is right. If they fail to initiate this process properly, they should fail their appraisal (see the documents attached providing this guidance by headquarters.) Therefore, they have a dog in this fight and we will hold each one of them accountable as we move forward.**

Your SMART criteria must provide you numerically or quantitative measure of what your target goal is, how much time you have to achieve it, how it will be measured and tracked, how many mistake you are allowed (exceptions), and what you will get if you achieve this milestone. If it does not provide these details to you, then ask the supervisor for clarify his guidance and explain it in writing.

You as the employee have the right to meet each month or week if you feel your PP is not reflective of what you do, and each time the supervisor must record the meeting on a Form 2906 form. Your midterm review should take place around Sept. 1 not the end of October each each year. Your midterm is the midway or half-way point in your rating cycle. September is actually the halfway point. Do not let them shorten your time to improve or exceed your goals.

You must control your future, do not leave it up to your supervision. If you have not received a midterm review in a timely manner, contact your supervisor and request it, if they do not give you this feedback, then you have the right to grieve that as a violation, however we encourage you to try your chain of command. Specifically, use email, so that you have a method to document your attempts with your management officials. If that fails,



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE

MEMORANDUM FOR MAJCOM-FOA-DRU/A1/A1Ks  
USCENTCOM /J1  
USNORTHCOM/J1  
USSOCOM /J1  
USSTRATCOM/J1  
USTRANSCOM/J1

AUG 2 0 2018

FROM: HQ AF/AIC  
1040 Air Force Pentagon  
Washington, DC 20330

SUBJECT: Defense Performance Management and Appraisal Program Supervisory Critical Elements

1. The underlying principle of the Defense Performance Management and Appraisal Program (DPMAP) is the institutionalization of a high performance culture through greater employee/supervisor communication and accountability. This emphasis on employee performance drives a requirement for accountability at all levels within the Air Force – from senior leaders to managers and supervisors to employees. Under DPMAP, civilian managers and supervisors are evaluated on how well they perform their supervisory responsibilities. In addition to civilian performance management, there are a number of other responsibilities, such as personal accountability for compliance with DoD Occupational Safety and Health Program guidance and regulations and ensuring that Equal Employment Opportunity principles are adhered to throughout the organization.
2. DoDI1400.25V431\_AFI36-1002, *Performance Management and Appraisal Program Administration in the Air Force*, requires the inclusion of supervisory performance elements in performance plans. The attached critical performance elements and standards have been developed for inclusion in all supervisory performance plans to ensure all requirements are properly addressed. These elements and standards are guides. If there are situations where specific portions of the elements or standards do not apply to an individual supervisor, that portion should not be factored into the supervisor’s assessment and rating.
3. These critical elements and standards are mandatory for inclusion in all supervisory performance plans beginning with the next appraisal cycle effective 1 April 2019. If a performance plan is currently not approved, the standard supervisory performance elements will be used for the current cycle effective 1 April 2018.
4. Questions may be directed to [usaf.pentagon.af-a1.mbx.AF-A1CM-Workflow@mail.mil](mailto:usaf.pentagon.af-a1.mbx.AF-A1CM-Workflow@mail.mil), or contact the AF/AIC POC, Ms. Keisha E. Barlow at (703) 614-6501.

MARK R. ENGELBAUM, SES  
Director, Civilian Force Management  
DCS, Manpower, Personnel & Services

Atch  
DPMAP Supervisory Critical Elements

BREAKING BARRIERS...SINCE 1947

Element 1 – Workforce Management

Effectively exercises supervisory personnel management responsibilities by practicing/complying with applicable Federal Regulations, Occupational Health and Safety rules/practices; security requirements; fiscal/resource constraints; change management principles; and Air Force recruitment and hiring policies. Applies EEO concepts and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free from harassment, discrimination, and retaliation. Hears and resolves employee complaints or elevates as appropriate, in accordance with Air Force policy. Identifies current and future position requirements, ensures recruitment is appropriately focused to attract and retain a high-caliber workforce and acts in a timely manner on all steps in the recruitment and hiring process. Periodically reviews core personnel documents to ensure accuracy and the most effective utilization of personnel resources.

- A. Personnel management actions are typically prompt, accurate, and well considered in terms of mission, EEO objectives, Merit Systems Principles, and Prohibited Personnel Practices.
- B. Consistently observes and complies with health, safety, and security directives.
- C. Takes appropriate and timely action to resolve/elevate complaints and provide a work environment free from coercion, discrimination, and retaliation/reprisal.

Element 2 – Performance Management and Employee Development

Efficiently administers performance management program responsibilities, ensuring employee performance plans, progress reviews, and appraisals are accomplished in compliance with AF guidance and timeframes. Clearly communicates performance expectations throughout rating cycle, ensures employees are held accountable, makes meaningful distinctions in performance, and appropriately recognizes employee achievements. Fosters employee engagement and a results-oriented performance culture, resulting in successful accomplishment of work. Workplace, conduct and performance issues are promptly addressed. Identifies employee developmental needs and provides/arranges for training (formal and on-the-job) to maintain and improve job performance. Encourages self-development.

- A. Performance Plans are initiated/revised at beginning of rating cycle with timely approvals by HLRs, normally accomplished within 30 days from beginning of rating cycle.
- B. Progress review(s) are accomplished in a timely manner; a minimum of one progress review is conducted, normally at the mid-point of the rating cycle.
- C. Annual appraisals are accomplished IAW established organizational timelines, using consistent/equitable rating techniques.
- D. Technical/administrative guidance provided to subordinates is usually timely, substantive, and generally promotes development of individual skills/abilities.
- E. Declining/unacceptable performance is addressed and achievements recognized in timely manner IAW established procedures.

then you have the right to file a grievance within 20 days.

The last discussion is your actual appraisal of record that should be issue between April 1 of the previous year and May 31 of the current year. For example, your appraisal would start in April 1, 2019 and end on March 31, 2020. You supervisor should issue your appraisal in April 1, not May 2020.

The importance of these dates is it give you a chance to discuss and have your rating changed before it reached the 1 June milestone when it is finalized and recorded. After 1 June, you will have to file a grievance or formal complaint to address your rating, depending on your rationale for filing, will depict what venue you should use.

So take advantage of this time and ask for your annual appraisal in April or at least the first part of May to allow you this opportunity before filing a grievance.

My point of this article is to have you get involved, and stop just taking what comes your way. When

we start to hold our management accountable, we can start the culture shift and change the way we should conduct business.

The question that I will present to you as I end this article is, “If I’m not getting the 10 percent + of my annual salary as a potential bonus for your performance, why not?”

The Greatest trick the Agency has ever performed is to convince you that it is your fault you did not meet the requirements needed to exceed your elements.

One very important aspect of this particular rating cycle is, the entire nation experienced Covid-19 at the very beginning of the 2020 rating cycle. Placing not only the world, our country and government in a state of emergency, but also the very Installation. This one event completely affected every Federal Employee Rating of Record, regardless of whether you are under DPMAPS or Acq Demo.

We all had to adjust, as the nation shut down from March 16, 2020 to

approximately May 31, 2020. Then it gradually regained some of its vibrancy as it tried to reopen the economy. This affected our ability to produce, manufacture or even report to work. If your management did not adjust or modify and take into consideration these changing events, then modify your performance plan to encompass these variances, then they have failed to properly monitor your performance throughout the rating cycle, resulting in a improperly derived rating of record, violating the Master Labor Agreement Article 15, DoDi 1400.25 v430/431 guidance and AFMAN 1400.24 v430 as well as 5 CFR 430. This entire directive states: “Compliance is Mandatory.”

If you only take away one thing from this article, understand this, “Knowledge is power.”

Please review the attached documents and if you have any questions, come by the Union hall and discuss it with the staff or contact a steward in your area.





Photo courtesy of Getty Images

Apple Guacamole

FAMILY FEATURES

Summer days are often spent with family and friends, soaking in the sun’s rays and enjoying outdoor living with warm-weather activities. Complement this year’s summertime excitement with food that matches your enthusiasm for the season. Your menu can start with a fruity dip and a salad before diving into steak for the main course and a kid-friendly treat to top it all off. These recipes make the most of what summer has to offer with fresh fruits and veggies, bright and refreshing greens, tender cuts of meat and frozen treats that celebrate those memorable moments together. Find more summer recipe inspiration at Culinary.net.

Dip Up a Good Time

Whether your summer days include planning extravagant meals or your on-the-go lifestyle calls for quick and easy recipes, simple snacks can fit a wide variety of menus. Dips are a perfect solution for afternoon pick-me-ups or evening appetizers when the whole family comes together. This Apple Guacamole can be made in mere minutes, making it an ideal shareable among loved ones, by combining mashed avocados and seasonings with chopped Granny Smith apple pieces. Visit Culinary.net for more snack ideas.

Apple Guacamole

Recipe adapted from the Meredith Corporation  
Prep time: 10 minutes  
Servings: 8-10

- 3 ripe avocados, halved and pitted
- 1/2 cup finely chopped Vidalia onion
- 1/2 cup snipped fresh cilantro
- 1 lime, juice only

bottled hot pepper sauce, to taste

- 1 Granny Smith apple, peeled, cored and finely chopped
- kosher salt, to taste
- tortilla chips

In bowl, use fork to mash avocados, onion, cilantro, lime juice and hot pepper sauce to desired consistency. Stir in apple and season with salt, to taste. Serve with tortilla chips.

# A Truly Memorable Summer Menu



Steak Banh Mi

Savor a Bite of Steak

A hearty flavor profile and perfectly prepared, high-quality meat can make a summer meal truly spectacular, especially when paired with fresh veggies in a protein-packed sandwich. Inspired by Vietnamese tradition, this Steak Banh Mi recipe – which features tender grass-fed flat iron steak, pickled carrots, bright lettuce and crunchy cucumbers – is sure to be a crowd-pleaser at your next summer gathering. Take your taste buds to new heights with Silver Fern Farms natural cuts of 100% grass-fed beef from New Zealand, which is minimally processed with no added growth hormones or antibiotics. There, the animals roam and graze freely over lush green hills and pastures, resulting in lean, flavorful, nutritious meat that tastes just as nature intended. Visit silverfernfarms.com for more inspiration.

Steak Banh Mi

Prep time: 2 hours  
Cook time: 15 minutes  
Servings: 2

- 10 ounces Silver Fern Farms New Zealand grass-fed beef flat iron steak
- 2 teaspoons hoisin sauce
- 2 teaspoons soy sauce
- 2 teaspoons honey
- 1 teaspoon fish sauce
- 1 clove garlic, minced
- 1 teaspoon, plus 1/2 cup, rice vinegar, divided
- 1/8 teaspoon five-spice powder
- 2 tablespoons sugar
- 1 pinch salt
- 1 small carrot, cut into matchsticks
- 1 tablespoon vegetable oil
- 1/4 cup water
- 2 Vietnamese baguettes or dinner rolls

- 1/4 cup mayonnaise
- 4 Batavia lettuce leaves
- 1/4 cup cilantro, chopped
- 1 Persian cucumber, sliced

Remove steak from packaging and set aside 10 minutes. Once steak reaches room temperature, place steak in deep plate or storage container. In small bowl, combine hoisin sauce, soy sauce, honey, fish sauce, garlic, 1 teaspoon rice vinegar and five-spice powder; pour over steak. Cover and marinate in fridge at least 2 hours, or overnight. In small pot over medium heat, heat remaining rice vinegar, sugar and salt. Cook and stir until sugar and salt dissolve. Remove from heat and let cool. Place carrots in deep plate or storage container. Pour cooled pickling liquid over carrots. Set aside to marinate. Remove steak from marinade and pat dry. Reserve marinade. Heat oven to 325 F. Heat heavy-bottomed pan over high heat and add oil. Once oil begins to smoke, add steak. Sear both sides, about 1 minute per side. Lower heat to medium. Add reserved marinade and water to pan. Cook, covered, 3 minutes, removing lid to flip meat occasionally. Remove lid and let sauce reduce 1 minute, or until slightly thickened. Transfer steak and sauce to large plate and let rest 10 minutes before slicing. Toast baguettes in oven 5 minutes. Let cool 5-10 minutes. Slice baguettes along middle without cutting through. Slice steak into thin pieces. Spread mayonnaise on baguettes and add 1-2 lettuce leaves to each. Layer steak on lettuce leaves followed by cilantro, cucumbers and pickled carrots. Slice baguette into two sandwiches.

Go for Satisfying Summer Greens

Many summer meals start with a simple yet satisfying appetizer: salad. This year, make sure you set the table with a bright, delightful bowl of greens that sets the tone for an enjoyable and festive meal with loved ones. This Apple, Strawberry, Blueberry Salad calls for an array of fruits, including a homemade blueberry dressing, paired with Fresh Express 5-Lettuce Mix for a fresh and flavorful base with pecan halves to add crunch. The salads are thoroughly washed, rinsed and gently dried then sealed in Keep-Crisp bags to maintain freshness. Find more salad inspiration at freshexpress.com.

Apple, Strawberry, Blueberry Salad

Total Time: 30 minutes  
Servings: 6

- Blueberry Dressing:
- 2 cups fresh blueberries
  - 1/4 cup balsamic vinegar
  - 2 tablespoons honey

- 1 tablespoon lemon juice
- 1/2 cup olive oil
- salt, to taste
- pepper, to taste
- 2 large apples
- 2 packages (6 ounces each) Fresh Express 5-Lettuce Mix
- 1 pint strawberries, cut in half
- 1 pint blueberries
- 1/2 cup pecan halves, toasted
- blueberry dressing

To make blueberry dressing: In blender, process blueberries, balsamic vinegar, honey, lemon juice, olive oil and salt and pepper, to taste, until smooth. Set aside. To prepare salad: Cut apples into 1/4-inch thick slices. Using 1-1/2-inch diameter star-shaped cutter, cut apple slices into stars. Place lettuce mix in large bowl; add apples, strawberries and blueberries. Sprinkle with pecans. Before serving, drizzle each salad with blueberry dressing.



Apple, Strawberry, Blueberry Salad

Sweet, Summery Treats

After some fun in the pool and time spent in the sun, a cooling treat is often the perfect way to cap off a summer day. Fresh fruits make those sweet eats even tastier and easier by making dessert in the morning and letting it freeze while you enjoy the warmth outdoors. These Watermelon Berry Frozen Pops make dessert about as simple as possible by blending watermelon, blueberries, raspberries and honey before adding to ice pop molds and freezing throughout the day. With the addition of refreshing watermelon, you’re opting for a flavorful fruit that includes just 80 calories and no fat while providing an excellent source of vitamin C (25%) and higher levels of lycopene (12.7 milligrams per 2-cup serving) – an antioxidant being studied for its role in sun protection – than any other fresh fruit or vegetable. To find more summertime snacks, meals and treats, visit watermelon.org.

Watermelon Berry Frozen Pops

- Servings: 8
- 6 cups watermelon
  - 1 cup blueberries, divided
  - 1 cup raspberries, divided
  - 3 tablespoons honey

In blender, blend watermelon, 1/2 cup blueberries, 1/2 cup raspberries and honey until smooth. Press through fine mesh strainer to remove pulp and seeds. Fill ice pop molds 3/4 full with liquid. Add remaining whole blueberries and raspberries to molds. Insert sticks and freeze at least 4 hours, or until completely frozen.



Watermelon Berry Frozen Pops

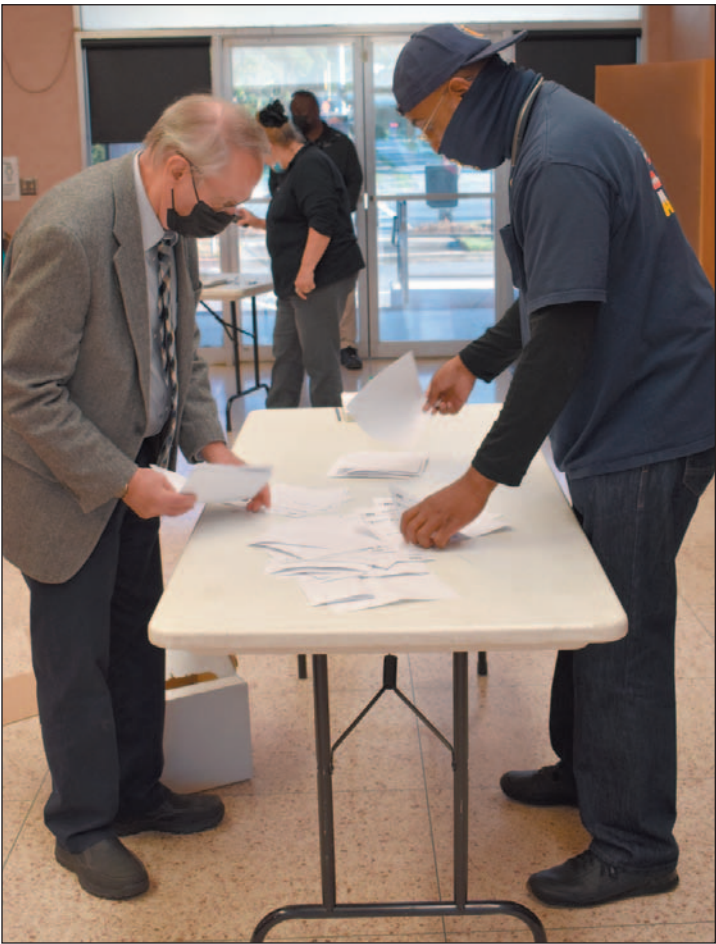


**Fill in the blank squares in the grid, making sure that every row, column and 3-by-3 box includes all digits 1 through 9.**

1. Soccer \_\_\_\_\_
2. Oman man
3. Wild ox of India
4. Treat badly
5. \*Like many roofs in old Spain
6. Like reptile's skin
7. Montblanc and such
8. Right to a property
9. "Sad to say..."
10. Fitness venue
12. Bring to consignment store
13. Cake layer
14. \*Part of former Yugoslavia
19. Caterpillar hairs
22. i topper
23. \*Bluebill duck in Europe
24. Middle Eastern sesame treat
25. Judge, e.g.
26. Put a hex on
27. \*Paris' Moulin \_\_\_\_\_
28. Weasel's aquatic cousin
29. Chinese weight units
32. Dog nemesis
33. Before, archaic
36. \* \_\_\_\_\_ City, the smallest country
38. Astrologer's concern, pl.
40. \*London's Big \_\_\_\_\_
41. Stupid ones
44. Pirate's necklace
46. Bottom lines
48. Witch's spell
49. Something in the air
50. \*Cold War divide
51. In the middle of
52. Knight's breastplate
53. \*La Scala sound
54. \*American tour guide
55. Pathet \_\_\_\_\_
58. "Fantasy Island" prop

You can find more help and strategies at [www.str8ts.com](http://www.str8ts.com) along with more puzzles, Apple apps and books.





## DISCUSSION

From page 1

talked about the APALA, which is a constituency group of the AFL-CIO. (See related story on APALA. Also more on the history can be found at <https://history.house.gov/Exhibitions-and-Publications/APA/Historical-Essays/Exclusion-and-Empire/First-Arrivals/>.)

Yeh traced the history back to as far as 1849 with the building of the trans-continental railroad and the huge influx of Irish and Chinese who were significant contributors to its completion. She noted in particular that in history books “you don’t really hear about the Chinese side of things,” she said. “You really on hear about the Irish side, so I think that’s important to know (of the Chinese contributions).”

Yeh continued with a number of key dates/events: 1849 when the first labor-related issue was reported; 1882, the Chinese Exclusion Act; 1903, the Oxnard sugar bean strike; 1942, Japanese Exclusion Act, just to mention a few.

The event also consisted of a panel discussion featuring six talented leaders in their field and AAPI.

In addition to Yeh, they were: AFGE’s Dennis Chong – he identified himself as a first generation Korean-American; Ili Meaole, acting President of AFGE Local 1102 and from the American Islands of Samoa; Mariclar Osorio, a registered nurse in the Department of Veterans Affairs and Philippino; Concetta Fialkowski; Hawaiian and a coordinator in the Womens and Fair Practices Department and Lisa Maria Akau, also identifying as Hawaiian and a national organizer for AFGE.

They addressed a number of topics to include: How their culture plays into advocacy and the workplace, potential barriers in their communities and workplace and how “we can fight those narratives,” said AFGE Womens and Fair Practices Program Specialist Denver Supinger, who moderated the event.

There was a bit of silence before Chong spoke. “I just want to address the low-

est-hanging fruit,” he said. “Which is, as I said earlier (in the session) about the 800 languages and dialects, as a positive, and as a place where we can try to dismantle language barriers to ... And, with the proliferation of technology improvements being able to work with that.

“It is still a barrier. You know. Language access and language translation, especially for people who are maybe the first generation, or immigration populations within the country are really important to address. Especially with trying to break down that barrier. But it is expensive. It is hard.”

He continued by thanking those who were part of the event, both those taking part and listening in. “What I would ask for you,” he said. “What people say in general is: ‘How can you help?’ Time. Talent and treasure. Please take the time, like you’re taking now, to listen to this panel, this great panel.

“Your treasure, to donate, to donate funds, like APALA. Let’s donate to organizations to try to break down these barriers. And talent, is, you know, one thing about labor unions. If you can try to recruit and reach out to AAPIs who are not AFGE members, not dues-paying members, you can encourage them (to sign up).”

Meaole seconded what Chong said and added education was also extremely important ... “each other and especially managers,” she said. “Sometimes they don’t know. They’ll do better if they know,” she said. “But if they don’t know then ... And so it’s our job as unionists and as program managers to educate.”

The floor was opened again for additional input, but it was Chong, after another segment of silence, who spoke again.

“We are speaking out and we are going to continue to do so. We want more people to speak out. This is just the start. This is the first time AFGE has done something like this. And we are at the ground level on this, and we are going to continue raising the profile and recruit more members ... Show people we’re not just going to sit on the sidelines.

together. We have to row the boat. I know that’s pretty stereotypical. To win a row-

## RUNOFF

From page 1

time to avoid having to be a part of the runoff. A special “thank you” to the members of the election committee for their hard work/long hours, et cetera. They were: Gail Rogers, chair; Tony Dandridge, co-chair, Lavetta Williams, Eldorado Lee, Tony Price and Cheryl Thomas.

ing competition you have to row together. It’s not about one person who is really

stronger but it’s all about everyone working in unison. “We have to do this. This

is ground level. We have to continue talking and we have to shout if we need to.”

# Asian Pacific American Labor Alliance

### Our Mission

Founded in 1992, the Asian Pacific American Labor Alliance, AFL-CIO, is the first and only national organization of Asian American and Pacific Islander workers, most of who are union members, and our allies advancing worker, immigrant and civil rights.

Since its founding, APALA has played a unique role in addressing the workplace issues of the 660,000 AAPI union members and in serving as the bridge between the broader labor movement and the AAPI community.

Backed with strong support of the AFL-CIO, APALA has more than 20 chapters and pre-chapters and a national office in Washington, D.C. APALA is dedicated to promoting political education and voter registration programs among AAPIs, and to the training, empowerment, and leadership of AAPIs within the labor movement and APA community.

Furthermore, APALA works to defend and advocate for the civil and human rights of AAPIs, immigrants and all people of color, and continues to develop ties within international labor organizations, especially in the Asia-Pacific Rim.

### Our History

The role Asian Americans and Pacific Islanders play in the labor history is extremely diverse. From labor heroes like Philip Vera Cruz, a Filipino labor organizer instrumental in the formation of the United Farm Workers Union, and Gene Viernes and Silme Domingo, who co-founded the Alaska Cannery Worker’s Association, these organizers demonstrated the great importance of building an AAPI labor alliance.

Emerging from a history of legalized exclusion - from barriers to enter the U.S. to restrictions from participating in acts like owning land - AAPIs are moving towards an era where AAPI laborers unite.

In 1990, AAPI labor activists approached the AFL-CIO with a historic proposal to form a national Asian American and Pacific Islander labor group. A year later, the AFL-CIO Executive Council established a committee to explore the formation of a national AAPI labor group. The Steering Committee that was formed from this proposal included the three regional AAPI labor groups, representatives from the Hawaii State AFL-CIO, and representatives from the seven founding unions.

In 1992, over 500 AAPI labor activists from around the country gathered in Washington, D.C. for the founding convention of the Asian Pacific American Labor Alliance, AFL-CIO.

### Our Principles for Collective

### Liberation

Many folks in our communities show care by offering food and asking if you have eaten yet. At APALA we believe that it is up to ALL OF US to make sure WE ALL EAT. It is our collective responsibility to care for one another.

We have seven principles for collective liberation and organizing stronger communities. We developed these as a way to stay grounded in how we are working together for a future where we all eat. Just like the beginnings of the Asian American and Pacific Islander movements, our visions and values are rooted in Black liberation, Indigenous sovereignty, and solidarity with all struggles for collective liberation. All of our struggles are connected and we cannot win one without another.

### Our Standard of Conduct

APALA is committed to providing and environment free from discrimination and harassment, regardless of an individual’s race, ethnicity, religion, color, sex, age, national origin, sexual orientation, disability, gender identity or expression, ancestry, pregnancy, or any other characteristic prohibited by law.

As such, APALA will not tolerate discriminatory, harassing or otherwise unacceptable behavior at any of its activities, events, or meetings. APALA expects everyone who participated in any of its activities, events or meetings to abide by this standard of conduct.

There will be no retaliation or other adverse actions taken against an individual who makes a complaint.

### Institute for Asian Pacific American Leadership and Advancement

The Institute for Asian Pacific American Leadership & Advancement was established in 2011 to build capacity through our chapters and partnerships with local and national AAPI organizations.

Alongside our sister organization, APALA, we hope to ensure broader education, civic engagement, and capacity building for our communities. IAPALA is a 501(c)(3) non-profit organization and any contributions to IAPALA are tax-deductible in accordance with IRS regulations. Below are our seven principles for collective liberation and organizing stronger communities.

We developed these as a way to stay grounded in how we are working together for a future where we all eat. Just like the beginnings of the Asian American and Pacific Islander movements, our visions and values are rooted in Black liberation, Indigenous sovereignty, and solidarity with all struggles for collective liberation.

All of our struggles are connected and we cannot win one without another.

**Worker Power:** Ensuring workers have the power to collectively organize for the compensation and protections to work with dignity is integral to unrigging a capitalist system.

Regardless of immigration or work status, industry size or number of hours worked, job title or contractor status, we believe all workers are the backbones of our communities.

**People Power:** Protecting our democracy, public goods, and people against corporate greed is foundational for building strong communities.

As workers we have the ability and knowledge to solve our own local issues and make our own collective choices.

Together we can hold our government and employers accountable to their responsibilities to ensure our communities have access to comprehensive health care, nutritious and culturally appropriate foods, strong public schools, effective transit systems, safe housing and public spaces, a dependable postal service and a sustainable planet.

**Racial Justice:** We cannot achieve economic justice without racial justice therefore central to our role as AAPI workers in the movement for collective liberation is dispelling the model minority myth by organizing poor and working class AAPI communities and challenging anti-blackness within the AAPI community.

Together with Black, brown, and indigenous communities, we form a more powerful movement towards abolitionism and ending white supremacy.

**Community and (Chosen) Family Values:** We organize so that all of us can build homes with the people we choose, and for our families and communities to have access to the resources they need, in the languages, customs, and pronouns that are appropriate to them, regardless of immigration status, sexuality, and gender.

We believe in a world without borders and limits to who we can build caring families and communities with.

**Intergenerational Movement Building:** Liberation movements are larger than any one of us; it happens across generations therefore it is crucial that we build with both young people and elders.

We are never done learning and value the knowledge, perspectives, and contributions of our ancestors, elders, peers, youth, and future generations.